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C O N F I D E N T I A L

DDA 85-1329/32

17 OCT 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Agency Secretarial Task Force

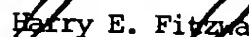
REFERENCE: ER 85-3928, memo to DDA fm EXDIR dtd 11 October 85; same subject

1. The following is in response to your request for comments on the Secretarial Task Force Report dealing with the Agency secretarial occupation. As you are aware, the Directorate of Administration (DA) has contributed heavily to the support of the task force since its inception in June 1985. Consequently, all DA Offices have had the opportunity to provide comments and suggestions relative to training, pay scales, population, etc. along the way.

2. I concur completely with the final report which I consider thorough, succinct, and well-defined. It provides questions and answers to the problems inherent in our existing secretarial career system. Additionally, I fully agree that the next step is to initiate a consultant study as recommended by the task force. The results and suggestions of this private study should be considered by the task force prior to implementation. Any further DA ideas or concerns on this important issue will be forwarded to task force officials for review.

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25X1 RIG: DDA/MS  (15 OCT 85)

  
Harry E. Fitzwater

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C O N F I D E N T I A L

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B-237

ER

DDI #04591-85

17 October 1985

MEMORANDUM FOR: Executive Director

FROM: Deputy Director for Intelligence

SUBJECT: Agency Secretarial Task Force Report

REFERENCE: Memo for DDI, et al, same subj., dtd 11 Oct 85

1. The report by your Secretarial Task Force is a long over-due, extremely important step forward. In the spirit of the "Search for Excellence", I think it very important that the Task Force created a plan of action, rather than simply an intellectual study of the problem.

2. I consider two features of this report to be fundamental to the improvement of this Agency's secretarial profession:

- Incentives for managers and secretaries to enrich the secretarial positions across the board.
- Pay the secretaries for both attributes and performance.

3. As important as this plan is in fact, there clearly are major personnel and attitudinal hurdles to overcome. Use of an outside consultant with experience in the personnel field is an excellent way to vet the Task Force Report and to ensure that we have surfaced all of the problems with this approach before we undertake it. One remaining concern for me is the annual salary of Level I secretaries who will be newly hired by the Agency. The Report's improvements to the secretarial profession, including pay scale, are vital to maintaining an experienced, professional work force. But we do not want to create economic incentives for secretaries to not join CIA; our entry pay level has to be competitive with the rest of US Government, which will stay on the GS schedule, as well as private industry.

4. Although we have discussed the progress of the Report many times, an ExCom meeting specifically to deal with the issue is attractive. Such a meeting will offer all present to endorse our future plans for our secretarial work force, which happens to be one of our most critical elements.

[Redacted Signature Box]

Robert M. Gates

[Redacted Box]



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DDI #04591-85  
17 October 1985

SUBJECT: Agency Secretarial Task Force Report

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DDI/C/ACIS

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C O N F I D E N T I A L



16 October 1985

MEMORANDUM FOR: Executive Director

FROM: Clair E. George  
Deputy Director for Operations

SUBJECT: Agency Secretarial Task Force Report

REFERENCE: Your Memorandum, Dated 11 October 1985,  
Executive Registry No. 85-3928, Same Subject

1. I heartily endorse the task force report and urge that we move on to the next step as soon as possible.

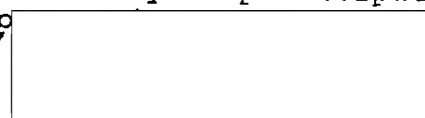
2. I agree that only experience will prove that the plan will work and am certain that there will need to be some fine tuning. I have asked Ted Price to ensure as we move forward that particular attention is paid to preserving the incentives and rewards for overseas service.

3. Many DO managers and secretaries have had a chance to comment on the plan as it evolved. They are ready to participate in the consultant study at the earliest opportunity.

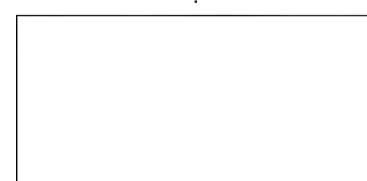
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Clair E. George

Attachment: Executive Registry Memorandum  
No. 85-3928



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C O N F I D E N T I A L



15-237

C O N F I D E N T I A L

SUBJECT: Agency Secretarial Task Force Report

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ORIG: CMS/EXO

16 October 1985

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C O N F I D E N T I A L

11 October 1985

Executive Registry  
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85- 3928

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations ✓  
Deputy Director for Science & Technology

FROM : Executive Director

SUBJECT : Agency Secretarial Task Force Report

1. After consulting with each of you, I convened a Task Force in early June to develop ideas for an improved approach to motivating and managing our secretarial/clerical work force. The Task Force's report, reflecting much consideration, discussion, and a great deal of hard work, is attached.

2. My charge to the group was to give us a specific proposal which would:

- help us keep those of our secretaries who wish to stay in the secretarial profession;
- enhance the capabilities and experience of our secretaries, give them a stronger sense of involvement in the Agency's mission, and create a real secretarial career;
- encourage professional attitudes about the importance of secretarial work;
- help the Agency do high quality work, recognizing in particular the continuing impact of office automation.

3. More specifically, I sought from the Task Force a system which would:

- "smooth" the secretarial career pyramid to eliminate the career deadend which comes to too large a percentage of today's GS-7 secretaries;
- tie secretarial compensation more closely to performance;
- accomplish this without significant cost increase;
- be administered uniformly across the Agency, with due regard for particular problems and needs.

25X1 4. The Task Force recommends that we move our current secretarial/clerical population (about  people, at grades 4-11 whom we pay \$12,862 to 34,292) into a different management structure with these major characteristics:

- (a) Four basic levels - Trainee, Secretary, Senior Secretary, and Executive Secretary (estimated salary range - \$12,862 to \$37,499) in place of today's 8-level system.

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- (b) Enhanced management flexibility. After initial validation of Senior and Executive Secretary positions by PMCD, the four Directorates would deploy secretaries in response to requirements as needed, with the important proviso that no more than 20 percent of a Directorate's secretaries will be at the Executive Secretary level, and no more than 30 percent will be at the Senior level, at any one time. PMCD's role is intended to move from individual position review to assisting management to establish specific jobs at specific levels--always provided that the percentage limitations are respected. This gives us the capability both to increase the responsibilities of our secretaries as required as well as to adapt to future changes in the secretarial position fostered by such external factors as automation, etc.
- (c) A firm requirement to accomplish certain specified training goals, as a prerequisite for promotion from level to level. Ultimately this will help improve the capability of our people. Of particular significance will be certain Directorate-specified requirements for the kind of experience necessary to move from Level III to IV. For example, in the E Career Service I believe we should seek, as a future prerequisite, a broad range of experience for promotion to Level IV.
- (d) Longer time-in-level requirements, to help give us more experienced and seasoned people.
- (e) Use of annual cash performance awards to recognize high levels of performance by individual secretaries. The present system of Quality Step Increases will be eliminated.
- (f) Annual Office-level panel review of performance and promotion possibilities at levels I and II, and Directorate-level review for annual performance awards or promotion for Senior and Executive Secretary level personnel.

5. Taking everything into account, the Task Force proposes the possibility of additional responsibility and remuneration beyond the journeyman level to about three times as many secretaries as under the present system. This sounds generous, though the overall cost compared to our present payroll is small. There are, however, offsetting factors. First, some former secretaries who previously opted for various para-professional roles will likely seek to return to the secretarial career track. Second, in return for more opportunity we will ask a good deal more of our future senior secretaries. In particular, we will appreciably slow the rate at which some individuals now move up in the system. This should yield a more experienced and better trained secretarial work force. Slower promotion rates for "fast track" people will, however, to some extent be offset by the proposed bonus program, which will allow us to reward the best performers at every level annually. In the last analysis, only experience will tell us whether we have built a program with the right balance of responsibilities and rewards.

6. Each of the Task Force members has made, at considerable sacrifice, a major contribution in helping the group meet its goals. Although I still have questions about aspects of the report, I am well pleased with the overall result. I know that each of you will have comments on the final product and suggestions for further adjustments. I would like written comments from each of you on the proposal by October 16, the contents of which will help me determine if an EXCOM meeting is required. Assuming that no insurmountable problems are uncovered, I will plan shortly thereafter to ask that the consultant study contemplated by the Task Force be launched, with the expectation that we will reach a final decision before the end of the year.



Att

cc: DDCI

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DDS&T-0951-85  
16 October 1985

MEMORANDUM FOR: Executive Director

FROM: R. E. Hineman  
Deputy Director for Science and Technology

SUBJECT: Agency Secretarial Task Force Report

REFERENCE: Your Memorandum, Same Subject, dated 11 October 1985  
(ER-85-3928)

*Jim*

1. Let me start by congratulating the Task Force on an outstanding set of recommendations concerning a very real and tough problem. I also believe the Agency owes you a vote of thanks for being willing to bite this bullet and make something come of it all.

2. As I have already mentioned, the report has taken all of our problems into consideration and comes up with some very meaningful conclusions and recommendations. I support nearly the entire paper. I have two areas that concern me: (1) Executive Secretary Benefits; and (2) the Phased Conversion Schedule.

3. In the area of Executive Secretary Benefits when I look through the list of benefits listed in Attachment D, most of them are in the nice to have category or strike me as small pats on top of the head. For example, it seems only natural that we would have them brief at secretarial training courses and attend appropriate symposia and conferences. I do think the idea of reserved parking spaces is a good one. I feel very strongly that we should allow the executive secretary to accrue unlimited leave just as we do with those in the SIS. The cost for this is minimal; the benefit would be tremendous.

4. I don't see why we need to take four years to phase in the conversion to Level IV and III. If senior managers in this Agency are given the bottom line (i.e., 20% in Level IV and 30% in Level III), they should be responsible enough to manage the phasing to a maximum of those levels. I suggest that you set the percentages that cannot be exceeded and let each directorate proceed at its own speed.

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SUBJECT: Agency Secretarial Task Force Report

5. While I am hard over on the two points mentioned above, I don't want to sound unappreciative of the Task Force's efforts. When the Agency adopts this plan, we will have taken the great step forward.

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R. E. Hineman

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